

DELAWARE  
DEPARTMENT OF SAFETY AND HOMELAND SECURITY

**DIVISION OF STATE POLICE**

STRATEGIC PLAN: *2014 through 2018*



COLONEL NATHANIEL MCQUEEN, JR.  
SUPERINTENDANT

JANUARY 1, 2014



[www.dsp.delaware.gov](http://www.dsp.delaware.gov)

# ONE MISSION; UNITED IN VISION; SEVEN CORE VALUES...

## Mission Statement

The mission of the Delaware State Police is to enhance the quality of life for all Delaware citizens and visitors by providing professional, competent and compassionate law enforcement services.

## Vision Statement

Our reputation for excellence, fairness, and professionalism in all aspects of policing has made us one of the top law enforcement agencies in the Nation. All citizens and visitors to the State of Delaware that come into contact with a Trooper or employee of our agency can expect to receive no less than the best service and treatment possible. We, the men and women of the Delaware State Police will accept nothing less.

## Core Values

- ★ We serve with **HONOR**, as we are entrusted with awesome responsibility.
- ★ We maintain our **INTEGRITY**, doing the right thing because it is right.
- ★ We are guided by **COURAGE** in our actions and in our deeds.
- ★ We hold our **LOYALTY** to those whom we serve to be a sacred trust.
- ★ We maintain our positive **ATTITUDE** in our commitment to public safety.
- ★ We embrace **DISCIPLINE** and self control as our overriding guide.
- ★ We have sworn to provide selfless **SERVICE** to our community.

**We revere our values, and offer them as the standard by which our actions may be measured, to ensure that we provide the highest quality police service to the people of the State of Delaware.**



# DELAWARE STATE POLICE STRATEGIC PLAN: 2014 through 2018

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## **A MESSAGE FROM THE SUPERINTENDENT...**

As the leader of the “Troopers of the First State”, I welcome this opportunity to present our 2014-2018 Strategic Plan. Critically important, our Strategic Plan serves as a guide for the future of the Division; funneling the work and energy of all sworn and civilian employees toward the fulfillment of our singular mission. The men and women of the Delaware State Police have been serving Delaware’s citizens and visitors since 1927. By establishing new partnerships with the communities we serve and building upon our previous accomplishments and traditions, we will move our organization into the future.



Our Strategic Plan is the result of many hours of research, dialog, feedback-solicitation, and brainstorming. During the process, four key areas were identified as deserving the majority of our efforts. Over the next five years, the Delaware State Police will focus primarily on the following four goals:

★ **CRIME REDUCTION**

★ **TRAFFIC SAFETY**

★ **ORGANIZATIONAL DEVELOPMENT  
AND MANAGEMENT**

★ **COMMUNITY OUTREACH**

Our goals, while straightforward and fundamental in concept, are designed to enrich our communities, make our highways safer, and to improve our organization. Such goals are simply good business; we must continue to grow as a Division while continually reaching out to those we serve.

During your review, please bear in mind that this plan is designed to guide the future of our organization. Strategic plans are, by their nature, “living documents”; malleable and adaptable to changing situations. To be of value, it must be subject to periodic review and revised as needed. Our plan will also serve as a yardstick to measure the successes, or lack thereof, of our efforts.

All Delaware citizens and visitors deserve to safely enjoy their rights to “Life, Liberty, and the pursuit of Happiness”. We pledge to devote our efforts toward this ideal as we go about our duties - providing professional, competent and compassionate law enforcement services to all.

Sincerely,

Colonel Nathaniel McQueen, Jr. Superintendent





# An Introduction

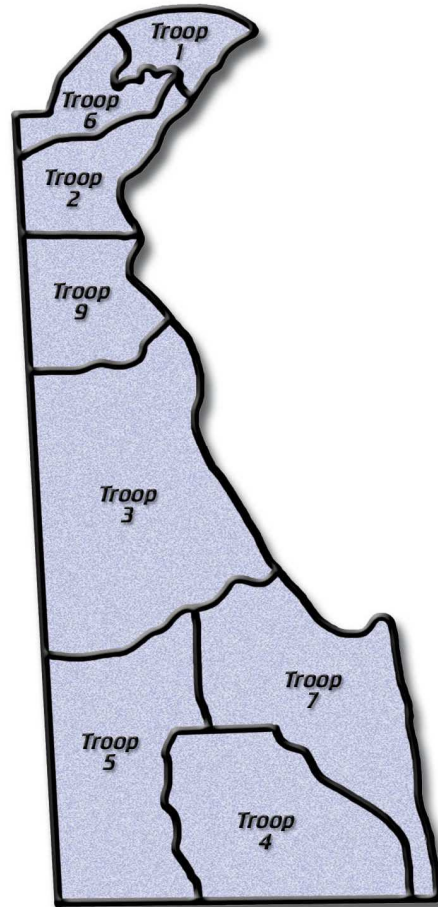
The Delaware State Police is a Division made up of 678 Troopers and 264 Civilians bound by a singular mission statement. These 934 men and women are tasked with upholding the law and providing police services to citizens and visitors throughout Delaware's 1,948 square miles. Annually, the Delaware State Police proudly serves a full-time population of more than 900,000 citizens and approximately 7.2 million tourists.

Established in 1923 as a Highway Patrol, the State Police now serves as a "full-service" police department investigating everything from car crashes to homicides and everything in-between.

The State Police is led by a Superintendent who is appointed by the governor and holds the rank of Colonel. With the assistance of his or her executive staff, the Colonel continuously works toward ensuring the Division is constantly moving forward, preparing to meet Delaware's future public safety needs.

To fulfill the mission of the State Police, troopers are assigned throughout the state at various patrol and administrative facilities primarily delivering police or investigative services. The most visible of these functions is the patrol trooper providing round the clock police presence and responding to 911 calls for service. There are eight patrol troops strategically located throughout the state designed to support the patrol trooper and meet the needs of the community. Each patrol troop is commanded by a Captain and two Lieutenants who supervise four Sergeants. The Sergeants are responsible for the day to day supervision of the patrol force, ensuring adequate coverage is provided 24/7.

Each of Delaware's three counties contains a Criminal Investigative Unit (CIU) consisting of specially trained and experienced troopers responsible for major criminal investigations, evidence collection, and other support services.



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**Backing the efforts of our operations personnel are the troopers and civilians assigned to various support units:**

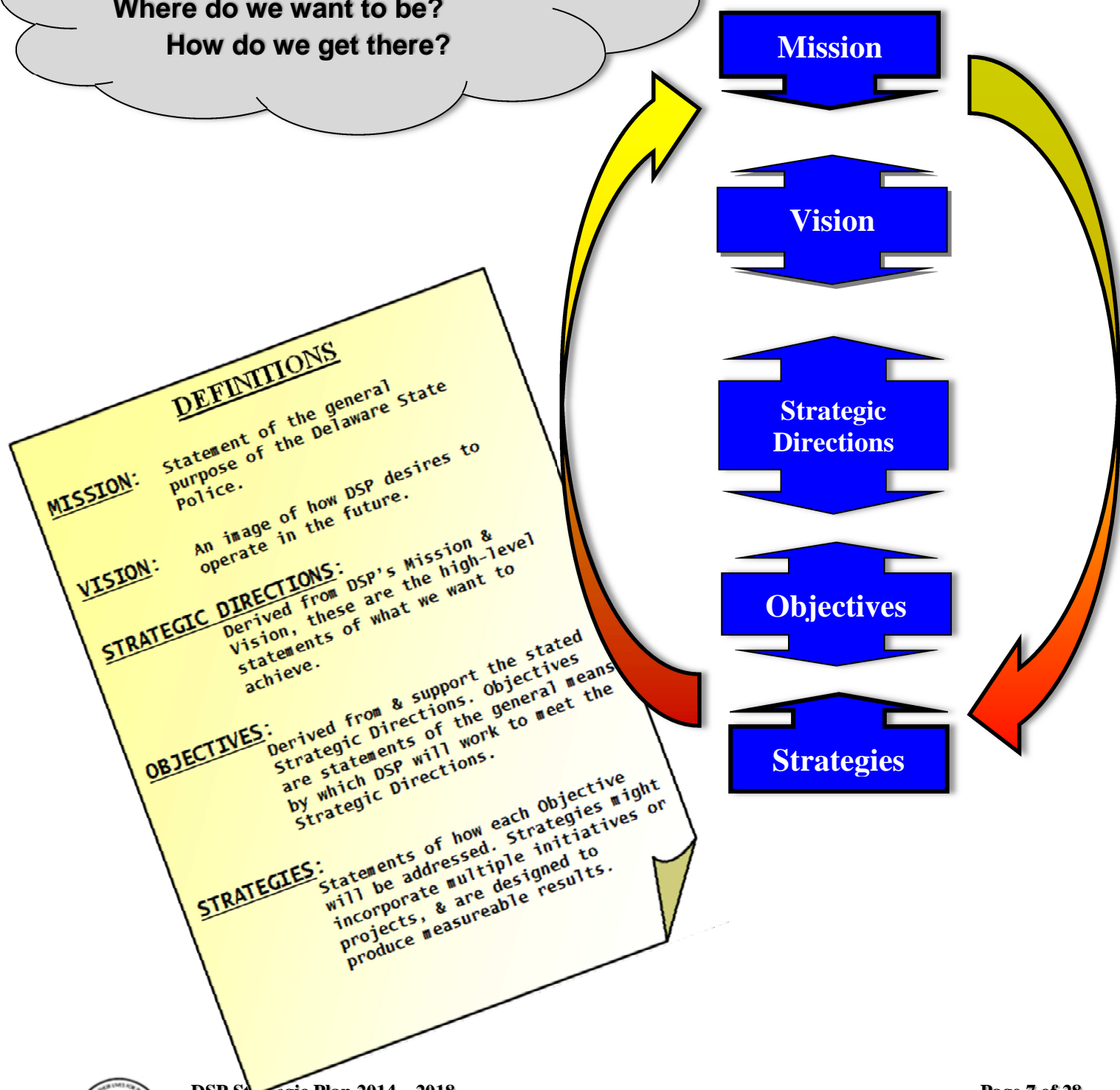
- 
- ★ **Aviation**
  - ★ **Facilities**
  - ★ **Camp Barnes**
  - ★ **Canine**
  - ★ **Crash Reconstruction**
  - ★ **Communications**
  - ★ **Community Services**
  - ★ **Conflict Management**
  - ★ **Crime Lab**
  - ★ **Critical Incident Stress Management**
  - ★ **Division of Gaming Enforcement**
  - ★ **Domestic Violence**
  - ★ **Executive Staff**
  - ★ **Explosive Ordnance Disposal Team**
  - ★ **Fiscal Control**
  - ★ **Forensic Firearms Services**
  - ★ **Homeland Security**
  - ★ **Homicide**
  - ★ **Honor Guard**
  - ★ **Human Resources**
  - ★ **Information Technology**
  - ★ **Intelligence**
  - ★ **Legal**
  - ★ **Legislative Liaison**
  - ★ **Management**
  - ★ **Office of Professional Responsibility**
  - ★ **Planning & Research**
  - ★ **Public Information**
  - ★ **Purchasing & Supply**
  - ★ **SCUBA**
  - ★ **Special Operations Response Team**
  - ★ **State Bureau of Identification**
  - ★ **Tactical Control Unit**
  - ★ **Traffic**
  - ★ **Training Academy**
  - ★ **Transportation**
  - ★ **Victim Services**

This edition of our Strategic Plan was created after a comprehensive and thorough review of the previous 5-year plans (2007-2012) and (2013-2017). Significant revisions and updates were made, due to technological advances, increasing responsibilities, business needs, and various additional challenges.



# PLANNING OUR STRATEGIES FOR DSP'S FUTURE...

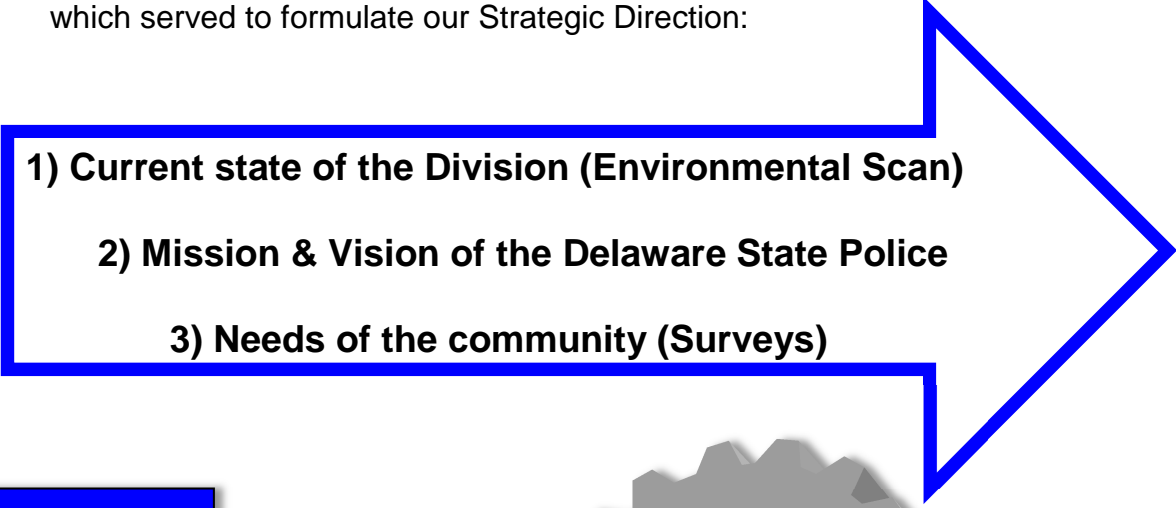
Where are we now?  
What do we have to work with?  
Where do we want to be?  
How do we get there?



# PLANNING OUR STRATEGIES FOR DSP'S FUTURE...

## *Strategic Planning Statement*

The Strategic Plan of the Delaware State Police encompasses three crucial factors which served to formulate our Strategic Direction:

- 
- 1) Current state of the Division (Environmental Scan)
  - 2) Mission & Vision of the Delaware State Police
  - 3) Needs of the community (Surveys)



**MISSION &  
VISION OF THE  
DELAWARE  
STATE POLICE**

**CURRENT  
STATE OF THE  
DIVISION**

**NEEDS OF THE  
COMMUNITIES  
WE SERVE**





# SCANNING OUR ENVIRONMENT...

## *Environmental Scan and Assessment*

### Summary of the Organization

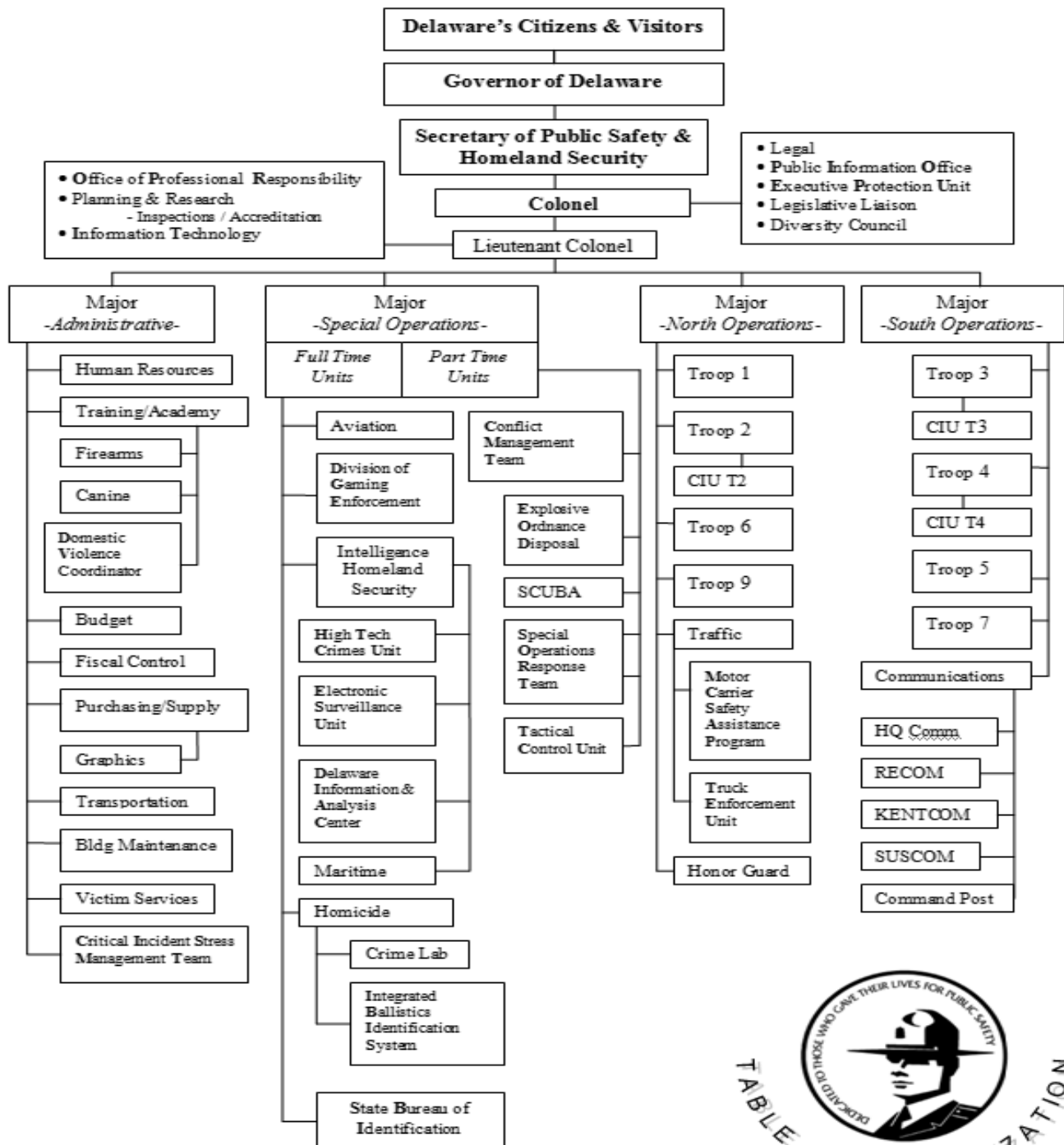
The Delaware State Police is one of the ten agencies within the Department of Safety and Homeland Security (DSHS). The efforts of all ten agencies are coordinated by the Office of the Secretary:

- Delaware State Police
- Office of Highway Safety
- Division of Communications
- Delaware Emergency Management Agency
- Capitol Police
- Delaware E911
- Division of Gaming Enforcement
- Division of Alcohol and Tobacco Enforcement
- Developmental Disabilities Council
- State Council for Persons with Disabilities



# SCANNING OUR ENVIRONMENT...

## Organizational Structure of the Delaware State Police



Effective 01/01/2013

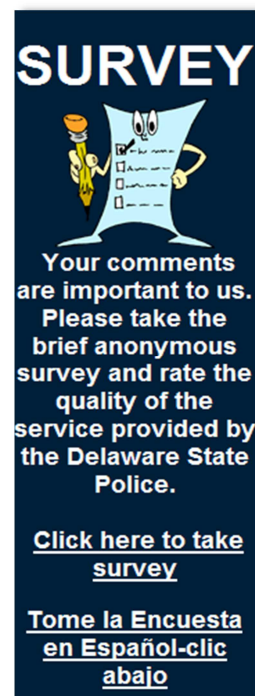


# SCANNING OUR ENVIRONMENT...

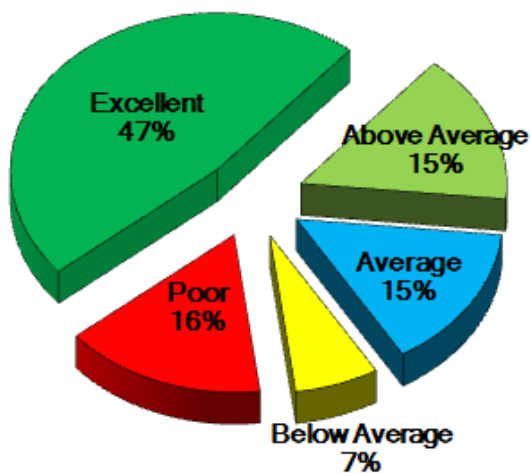
## Citizen Satisfaction Survey Results

The Delaware State Police constantly strives to improve our service while fulfilling our mission statement - **“Enhancing the quality of life for all Delaware citizens and visitors by providing professional, competent, and compassionate law enforcement services”**. An important component of this involves soliciting feedback from those whom we serve. Our Citizen Satisfaction Survey (CSS) was first made available ON July 11<sup>th</sup>, 2011. Links to the survey on the DSP website and periodic announcements on our Public Information Office (PIO) Facebook page encourage participation. Additional promotion includes bi-lingual posters in the lobbies of all DSP facility. Also, requests to participate in our survey appear on all LEISS Report Victim Copies and E-Crash Information Exchange Forms. English and Spanish language versions are offered. A total of fifteen survey questions were created to measure feedback. Specific areas covered include:

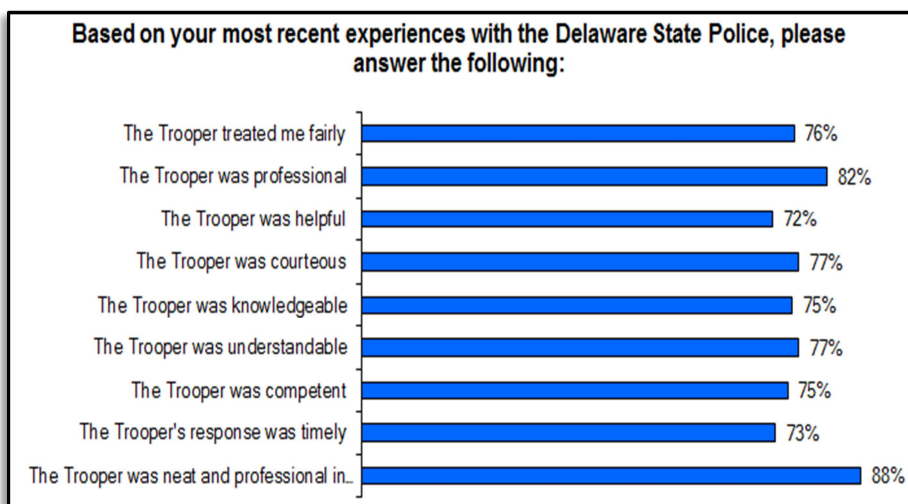
- ☑ Overall DSP performance
- ☑ Competence of DSP Troopers & Civilian employees
- ☑ Troopers' attitudes and behavior toward citizens
- ☑ Community safety and security concerns
- ☑ Suggestions for improvement



After collecting the results, an annual report is submitted to the Colonel and executive staff. In 2013, the majority of those surveyed report being satisfied with our performance.



2013 CITIZEN SATISFACTION SURVEY RESULTS



# SCANNING OUR ENVIRONMENT..

## *Key Trends and Factors*

- Delaware's population will continue to increase.
- Kent and Sussex counties will receive the majority of this population increase.
- Calls for police services will continue to increase.
- Strategic Plan implementation will be most effective with additional staffing.
- DSP will need to continue strengthening collaborative partnerships with other State and local agencies to ensure strong, proactive responses for the most efficient delivery of emergency services.
- Legislative mandates, including: Internet Crimes Against Children, Sex Offender Tracking, and Homeland Security Initiatives will continue to impact Divisional staffing levels.
- Staffing challenges within the Division will continue. Various factors will continue to reduce the number of Troopers available at any given time. DSP's legislatively authorized strength for FY2014 is 711 Troopers. However, as of January 2014, staffing was 10% below that level, with just 639 Troopers available. 39 Troopers were on Terminal, Medical, or Military Leave. Another 33 Trooper positions were unfilled. This will be partially alleviated through the expected hiring of 24 new Troopers for a February 2014 Academy Training class.
- DSP's attrition rate, primarily through retirement, is predicted to continue at 25 Troopers annually.
- As of January 2014, 158 (23%) of our current 678 Troopers on the Division's payroll are eligible for immediate Terminal Leave.
- Delaware's civilian zero growth policy will continue to impact DSP's staffing levels. FY2013 authorized civilian employees: 249<sup>1</sup>

Our Strategic Plan was developed under the assumption that it would be implemented under a somewhat stable environment. However, significant changes to that environment could impact successful implementation. Therefore, it is a "living document" necessitating periodic review and updates by the Division's Planning and Research Section.

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<sup>1</sup> 15 additional positions are authorized by special funding



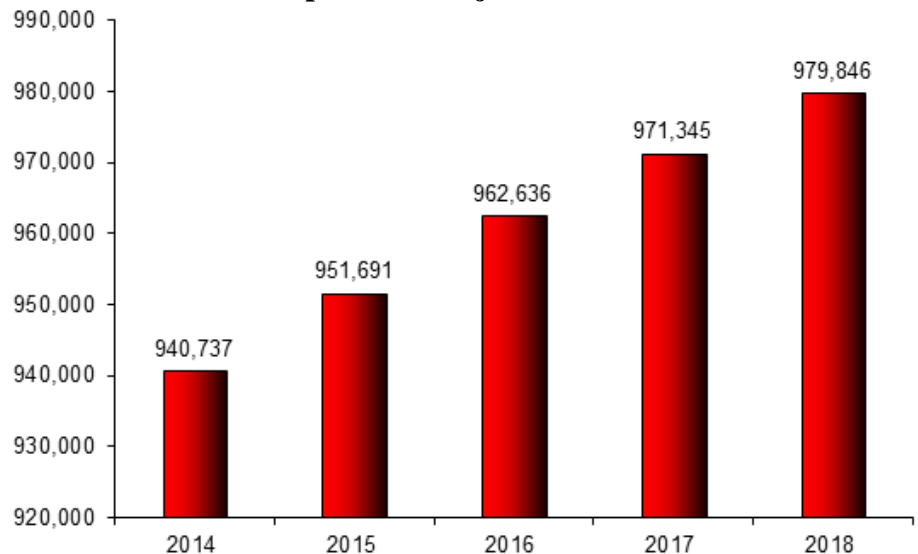


# SCANNING OUR ENVIRONMENT...

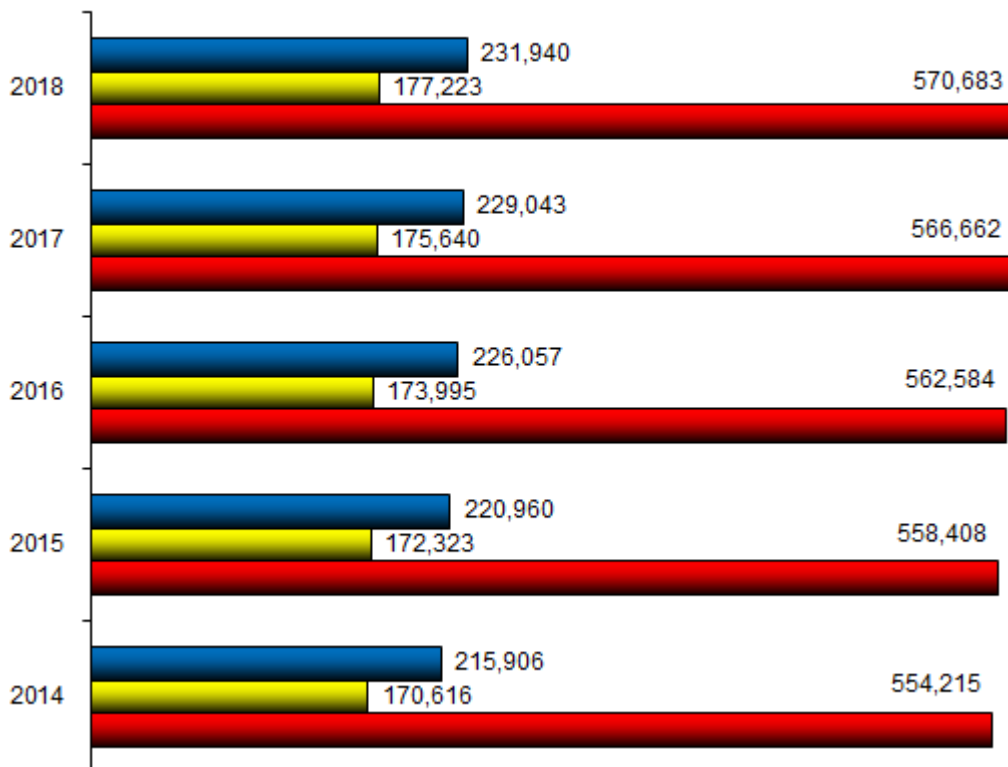
## *Population – Anticipated Trends*

The Delaware Population Consortium published their most recent projections in October 2012. Between 2014 and 2018, they project 4% growth in population for all of Delaware. That's an increase of nearly 40,000 citizens. Percentagewise, Sussex County stands to gain the most, at 16 thousand (+8%). The other two counties will also see increases, 16.5 thousand (+3%) for New Castle and 6.6 thousand (+4%) for Kent.

**Population Projection: Delaware**



**Population Projection: By County**

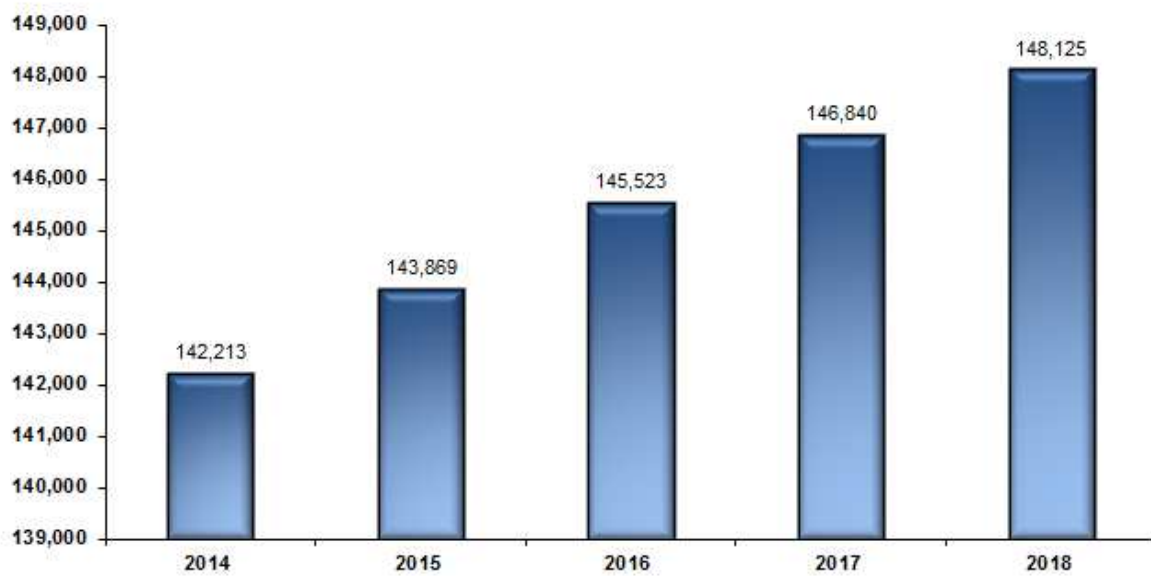


# SCANNING OUR ENVIRONMENT...

## *Workload – Anticipated Trends*

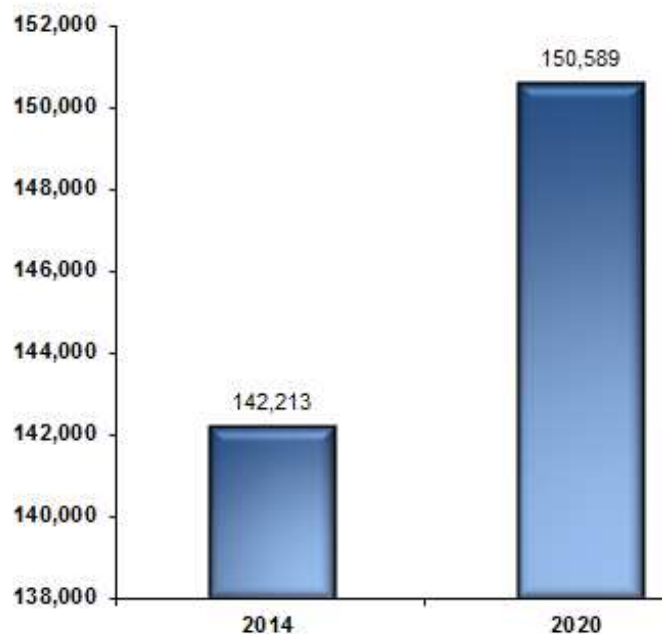
These population increases will serve to drive up complaints and calls for service. According to the Delaware State Police Statistician, total complaints handled are projected to increase by 2018 as depicted in the included chart.

Complaints Projection: Statewide



**“By 2020, the Delaware State Police will be handling more than 150,000 calls for service annually!”**

Complaints Projection: Statewide



# SCANNING OUR ENVIRONMENT...

## *Staffing – Anticipated Needs*

In 2012, the Division completed a thorough patrol staffing analysis. All eight of our Troop facilities exhibited a significant need for increased patrol staffing. The study determined that an additional **83 Troopers are needed immediately, to reach the recommended basic level of patrol services.**

Most critically, the study clearly identified that the average complaint load of Troop 3 personnel was far above the DSP average. Prior to 2013, all State Police complaints and investigations in Kent County were the responsibility of Troop 3. To address this situation, Troop 3's area of responsibility was reduced by significantly adjusting Troop 9's boundaries to include the northern portion of Kent County. Additionally, eight Troopers were transferred to Troop 9 from other assignments. The primary goals were to immediately reduce the complaint load at Troop 3, decrease response times, and to provide increased service to the community. This change has served its purpose in establishing a more equitable sharing of work. However, there has been no actual increase in Troop 3's staffing, which, according to the 2012 study, still needs 33 additional patrol Troopers. Sussex County is currently in need of 39 additional Troopers. New Castle County would reach the basic level of services through the addition of 11 more Troopers. Again, this would allow DSP to achieve the recommended basic level of patrol services.

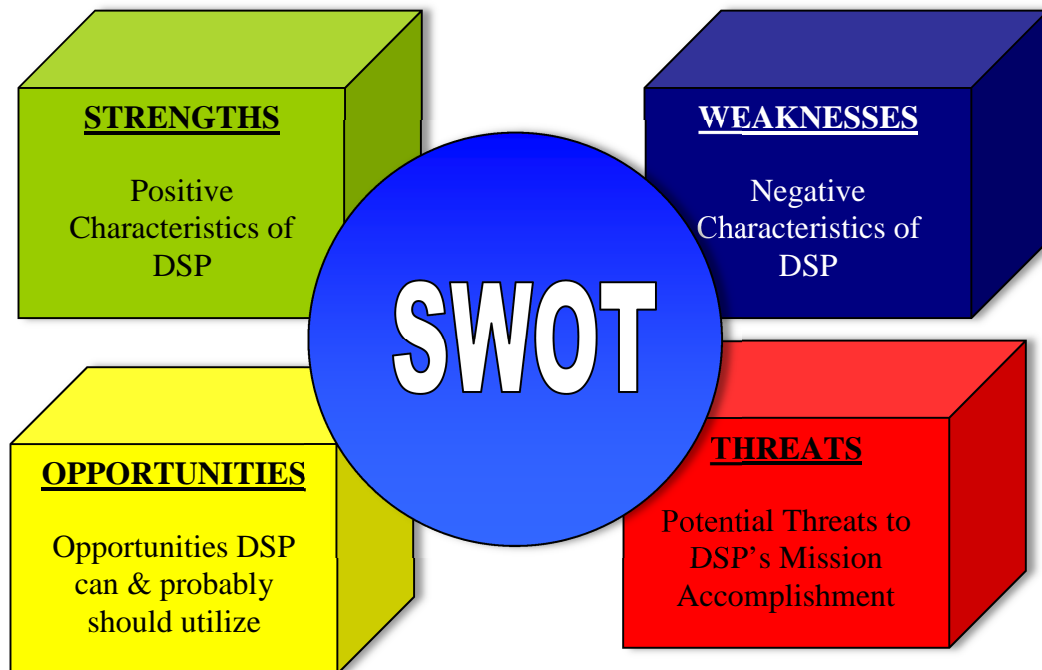
Legislation caps the Delaware State Police at 711 Troopers. Currently, there are 678 on the payroll. Approximately 50% are assigned to patrol duties while the remaining 50% are assigned to various investigative and support positions. The 332 assigned to patrol are divided between each of our eight Troops. Considering shift work, one-fourth (*approximately 83*) are on duty at any given time. However, the actual number is, in actuality, somewhat lower. Each shift can be typically expected to have at least one Trooper on vacation at any given time. Mandated training, sick day usage, and FMLA-leave are additional factors tend to reduce our patrol staffing even further. Addressing the identified 83 patrol trooper shortfall would increase our patrol Trooper staffing to 415. This would improve our percentage on patrol to approximately 56% of our total sworn complement.

Getting there presents several distinct challenges. The 83 Trooper-shortfall identified in our staffing study is based on today's workload. Between now and 2020, assuming DSP's historic attrition rate and that demands for service will increase in proportion to population projections, this shortfall will continue to grow. To respond to 2020's projected workload, 91 more Troopers, not 83, are needed by the year 2020. Reaching this goal by 2020 would require hiring 36 Troopers per year. Such a hiring goal would need to be spread out over several years, primarily due to our current training capacity. Of particular import, these projections solely pertain to additional patrol Troopers. Our staffing study did not consider staffing of our criminal investigation (detective) or other special units.



# SWOT – STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

## *Internal & External SWOT Analysis*



### ***Internal Analysis: Strengths and Weaknesses***

*Considerations: Culture, mission, values, image, organizational structure, key staff, position on experience curve, operational efficiency, operational capacity, financial resources, assets, personnel, morale, commitment, leadership communications, loss of key staff, others.*





# SWOT – STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

## Strengths

- Dedicated, professional staff is guided by clear Mission Statement & Core Values.
- CALEA (*Commission on Accreditation for Law Enforcement Agencies*) accredited with CALEA approved policies – manuals available on-line, using current industry “best practices”.
- Strong community support / active Public Information Office / strong community outreach (community surveys & active Trooper Youth Week, Camp Barnes, Citizens’ & Business Police Academies).
- Comprehensive hiring process (exhaustive background investigation & polygraph).
- Career opportunities – Specialized units; Career Development Program; Fair but rigorous promotional process; Available leadership training; Generous salary & benefits; Education incentives.
- Mandatory: Physical fitness, in-service, & firearms training.
- Recruiting efforts include robust Trooper Cadet & Exploring programs and a focus on diversity (Diversity Council).
- Modernization Initiatives - 12 hour patrol shifts, fatigue management, CYA Special Duty Assignments Program; implementation of crime fighting tools (RAPID, MEMEX / Patriarch, Cellebrite, In-car Digital Video Recorders & computers).



## Weaknesses

- Patrol Staffing levels – too low to provide recommended basic level of service.
- Detective & civilian staffing (civilian levels remain frozen, high civilian attrition).
- Sworn staffing - lengthy hiring process, inability to hire for projected vacancies (Terminal Leave), difficulty recruiting minority and bi-lingual (Spanish) troopers.
- Racial and gender diversity lacking in supervisory and management positions.
- Attrition - 23% of our troopers eligible to retire immediately.
- Military Obligations – large percentage of staff.
- Training budget – for example, annual ammunition budget only covers mandated firearms training.
- Facilities - Troops 1, 3, 4, 6, and 7 lack adequate space and security.



# SWOT – STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS

## *External Analysis: Opportunities and Threats*

### Opportunities

- Excellent relationships with counterparts at local, state, and federal levels.
- Strong political support & partnerships (DSTA, State Legislature – Legislative Liaison position).
- Strong public support.
- Opportunities to educate the public in crime prevention, target hardening.
- Grants / Alternative Funding availability.

### Threats

- Domestic terrorism.
- International terrorism.
- Reduced Federal funding.
- Advancing technology.
- Public expectations (“CSI Effect”).
- Media portrayal.
- Court system.
- Unfunded Legislative mandates.
- Increasing population.
- Civil liability.
- Changing demographics.
- Sussex County Sheriff’s Office Issues.
- Legislative proposals – marijuana legalization, etc.



# STRATEGIC DIRECTION

**“The goals of the Delaware State Police are to enhance the quality of life for all Delawareans and visitors.”**

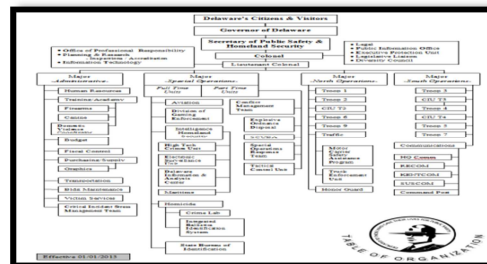
**#1  
CRIME  
REDUCTION**



**#2  
TRAFFIC  
SAFETY**



**#3  
ORGANIZATIONAL  
DEVELOPMENT &  
MANAGEMENT**



**#4  
COMMUNITY  
OUTREACH**



# STRATEGIC DIRECTION



## GOAL #1 - Crime Reduction

*"In 1923, the Delaware State Police was created to prevent  
"roving bands of troublemakers."*

**INVESTIGATION:** Personnel will conduct initial and follow-up investigations in accordance with Divisional Policy and Procedures.

**PREVENTION:** Personnel will focus Divisional efforts on violent crime reduction and on those programs and initiatives which serve to strengthen our state and improve community safety for all citizens and visitors.

**HOMELAND SECURITY** Personnel will work under a culture that espouses constant vigilance; that protecting the safety of people and property is of the utmost importance.

All Delaware State Police employees will work toward improving the quality of life for all Delaware citizens and visitors through concerted crime reduction efforts. Our monthly Commanders' Meetings will serve as a forum for the Executive and Command Staffs to formulate solutions for criminal and traffic offense trends. Our DIAC Fusion Center has moved our organization forward with a formalized and systematic information sharing system. Created in 2001, in response to the September 11<sup>th</sup> terrorist attacks, the Delaware Information and Analysis Center (DIAC) is primarily concerned with Homeland Security and Criminal Intelligence data. DIAC also provides Statewide Law Enforcement investigative support. Intelligence information is conveyed in real-time to appropriate decision-makers. Via their "All Crimes All Hazards" approach, the DIAC's information dissemination has enhanced law enforcement efforts on a statewide scale.



Several new initiatives will further enhance our efforts: Crime Mapping & Predictive Analysis, Increased staffing levels, Violent Crime Reduction, increased usage of RAPID, Memex / Patriarch, and Cellebrite software, Automatic License Plate Recognition (ALPR's), False alarm legislation, and the Sentri gunshot detection system in Wilmington. Additionally, several initiatives in Goal #4 (Community Outreach) will simultaneously serve to reduce crime rates.





# STRATEGIC DIRECTION



## GOAL #2 - Traffic Safety

*“Violations of Delaware traffic laws are serious offenses and Every Trooper enforces the law.”*

All Delaware State Troopers will endeavor to increase highway safety throughout Delaware via a concerted effort aimed at reducing traffic fatalities and injuries. Doing so will improve quality of life and reduce needless suffering for all Delaware citizens and visitors.

**INVESTIGATION & ENFORCEMENT** Troopers will conduct traffic enforcement and crash investigations in accordance to Divisional Policy and Procedures.

**PREVENTION & EDUCATION** Personnel will focus their efforts on those programs and initiatives which promote traffic safety education to the public.

Our monthly Commanders' Meetings will serve as a forum to formulate solutions addressing criminal and traffic offense trends. Partnerships with the Delaware Office of Highway Safety, DeIDOT, Attorney General's Office, DMV, NHTSA, municipal departments, and Delaware's legislators are another important component.

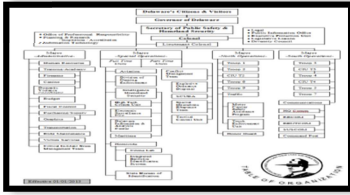
Several traffic safety initiatives at both the Division and troop levels are planned:

- Explore feasibility of a designated highway patrol unit.
- Increase patrol staffing - Examine suitability of certain sworn positions for conversion to civilian operation. This will increase proactive patrol time.
- Focus enforcement in top crash areas identified via new CARS software.
- Partner with DELDOT for increased usage of highway message boards & portable radar signs (Adopt methods used in Nashville, TN to publicize fatal crash info).
- Encourage Targeted Grid Arrests in top crash areas – Encourage troopers to adhere to a zero tolerance mindset in our most hazardous areas.
- Reinstitute “Traffic Violation of the Quarter Initiative” and account for all traffic safety items on monthly activity sheets – total violators cited, targeted grids, inspection notices, warnings, roadway hazardous condition reports.
- Champion new traffic safety legislation – (Example: expand “Move Over” law to include motorists in / around disabled vehicles.)
- Troop-specific initiatives - Troop 3 Directed Response Unit (DRU) - motorcycle patrols targeting traffic safety issues; Troop 7 “Forgotten Mile” and Walk the Line Initiative (WTL) Initiatives –increased patrols near resort region using patrol vehicles, motorcycles, and mountain bikes to target pedestrian and dangerous moving vehicle violations.

In addition to the above, several initiatives in Goal #4 (Community Outreach) will also be addressing traffic safety issues. An excellent example of this is Troop 7's proposed Community Relations and Safe Highways (CRaSH) Unit.



# STRATEGIC DIRECTION



## **GOAL #3 – Organizational Development & Management**

*“The leadership of all successful agencies must be cognizant of the fact that the most important resource possessed by the agency are the human resources.”*

### **TRAINING**

The Division must ensure that our civilian and sworn employees are prepared to deliver professional police services at all times. Utilizing industry-recognized standards of training will help to assure this readiness. By facilitating professional development throughout the Division, our effectiveness and future stability will be assured. The importance of training, at all levels, from our newest recruits to our most senior troopers and civilians, remains a guiding philosophy. We will continue to prepare our recruits with the highest quality COPT (Council on Police Training) certified training in the state. Also, future leaders will be developed through identifying prospective troopers for IACP leadership training. Using Temporary Assigned Duty (TAD) assignments to accommodate fluctuating and seasonal needs will also foster personal enrichment. Additional related initiatives will include:

- Mandatory annual in-service and firearms qualification training.
- Specialized certification currency training.
- Monthly shift briefings.
- Continuing education opportunities.
- Remedial training as needed.

### **RECRUITING**

Attracting, hiring, and retaining society's best and brightest is crucial to the Division's future health. We must continue to hire those persons reflective of the community we serve; possessing the highest degree of impeccability in terms of personal background, judgment, maturity, integrity and credibility. Participation in the Governor's Council on Equal Employment Opportunity serves to guide this commitment to Division-wide dedication to diversity. To increase our pool of worthy applicants from diverse backgrounds, we will identify recruitment strategies which have proven effective at increasing minority and gender representation. Additional diversity initiatives will include:

- Exploring full-time recruitment unit feasibility.
- Soliciting input from minority population bases.
- Expanding Explorers, Cadet, and Internship programs.



## **ORGANIZATIONAL HEALTH**

Maintaining fairness, objectivity, and the defensibility of the Career Development Program, the promotional process, and all transfer selections is crucial. Doing so will also serve to encourage participation in all three of these important processes.

Delaware's steadily increasing population will almost certainly result in corresponding crime rate increases. Targeted staffing increases, while desirable, may not be feasible. Therefore, to continue fulfilling our mission, we will be forced to do more with less by adopting and deploying advances in crime fighting technologies. Simultaneously, protecting Divisional personnel from potential internal and external hazards is crucial. Several initiatives are planned for targeting these threats:

- Policies for: Fatigue management; Fraternization; "Pay Job" Management; Social Networking; and our Continuity Of Operations Plan (COOP) address several potential issues within our organization.
- New Limited English Proficiency (LEP) policy will improve service while meeting Federal mandates.

Overcrowding, security problems, and design issues at several Divisional facilities requires that we conduct a Division-wide facility assessment to establish a rank order list of needs. This process has already begun on a small scale. It is anticipated that replacing the present, circa 1973, Troop 3 building will begin soon. A replacement for Troop 7 is in the early planning phase. Other facilities which have been identified for assessment include Troops 1, 3, 4, and 6.



# STRATEGIC DIRECTION



## GOAL #4 – Community Outreach

*“A community is democratic only when the humblest and weakest person can enjoy the highest civil, economic, and social rights that the biggest and most powerful possess.”*

**All Delaware State Troopers and civilian employees will endeavor to uphold the high regard with which Delaware’s citizenry hold our agency. We recognize that we cannot hope to achieve our mission without the support of those we serve.**

By reaching out to all communities in our jurisdiction in an open and honest fashion, we will build relationships and help to create safer communities. While the Delaware State Police already have several outreach initiatives in place, we realize we have an opportunity to improve in this area. These bridges between our communities and the Division will provide us with increased awareness and understanding. They will also serve to foster open dialogs on such challenging issues as perceptions of racial profiling, and policing in general. A considerable portion of our outreach efforts include:

- 1-800-Victim1
- Citizens’ & Business Police Academies
- Trooper Youth Week
- State Police Museum
- Diversity Council
- Participation in Governor’s Council on Equal Employment Opportunity
- Partnership with Delaware Technical & Community College – (education)
- Community Outreach Committee
- Neighborhood Watch
- Public Information Office
- Citizen Satisfaction Survey
- Special Details – Honor Guard, Fife & Drums, Mounted Unit
- Cadet Program & Trooper Explorers
- TEARS (Troopers Educating about Roadway Safety) Program presentations to teenage motorists
- 911 & Troop open house events
- CRIME TIPS smartphone app

***Additional information on each of these is available in the Division’s Annual Report.***



Because opportunities for improvement are a constant, Troop Commanders throughout the Delaware have initiated various plans for the following new initiatives or expansions of current initiatives in 2013:



## STATEWIDE

**Social Media** – Our new CRIME TIPS app for smartphones permits instantaneous reporting of suspicious criminal activity by any citizen. Anonymity is an available option. Through expanded use of Twitter, Facebook, DSP website, and other social media sites, we will provide communities and businesses with real time criminal and traffic updates. This two-way communication tool will foster an environment where citizens can provide updates on suspicious criminal activity, missing persons, and safety hazards.



- **Business Alliance Groups** – Troop leaders meet quarterly with local business owners to discuss concerns. Encourage Crime Prevention Through Environmental Design (CPTED) principles – target hardening that emphasizes lighting and structural integrity.
- **Community Liaison Officer / community groups and homeowner associations** - Encourage CPTED (Crime Prevention Through Environmental Design) principles.
- **Child / Senior ID Programs** – Revisiting this previous program represents a great opportunity for community interaction while providing a valuable service.
- **Sports Programs** – form traditional Police Athletic League (PAL) events; explore Summer Night Lights (SNL) - an anti-violence, anti-gang initiative that keeps parks open after dark
- **Drug Diversion Unit (DDU)** - Target increasing Prescription medication thefts
- **Strong Communities Initiative Meetings and Community Watch** –assist startup of Community Watch programs.
- **Citizens Police Academy Alumni Association** –This is the obvious next step for our highly regarded Citizens Police Academy program. Encouraging active participation by prior graduates will help to enable them to better serve their communities through more effective partnerships with the law enforcement agencies in their areas.
- **“Living Room Dialogs with Troopers”** –This entails a DSP Trooper attending a meeting at the citizens home. The host would invite their neighbors and friends to their home for a “meet and greet” with DSP troopers. These conversations are designed to bring together local community members and troopers in a way that is more comfortable and informal than traditional meetings. The small group setting promotes an open dialogue that allows participants to address neighborhood issues directly with officers who work in the area. These discussions often include neighborhood safety concerns, the opportunity to get to know your local police





officers and to ask those officers questions you may not otherwise have the opportunity to ask.

- **Honorary Commander Program** - The Honorary Commanders Program partners the commanders of Delaware State Police with Delaware's distinguished community and political leaders. The program encourages an exchange of ideas, experiences, and friendships between key leaders of the surrounding communities and the troop's territory. By building and strengthening community relationships, commanders and honorary commanders can positively impact their communities.
- **Citizens Recognition Program** – Troopers who observe or learn of a citizen's positive contribution to the community through the performance of a "good deed" or selfless act can ensure that citizen is formally recognized. A simple form submitted by the Trooper initiates this recognition. Annually, DSP would host a Recognition Ceremony where all recipients are invited to attend so that their actions may be formally recognized by the Executive Staff and other government officials.
- **S.T.A.N.D. T.A.L.L.** – State Troopers And Neighbors Developing Trust And Lasting Legacies



## New Castle County

- Increased coordination with New Castle County (NCC) Code Enforcement and NCC Police Department.
- Partnership with Claymont Renaissance Committee – committee creating a Special Assessment District to fund special duty police patrols.
- Two Person Patrol – Troop 2 initiative targeting issues in the Rosehill community.
- Retail Theft Unit for Christiana Mall - troopers assigned to specific shopping centers while maintaining contact with property managers and business owners.
- Expansion of Troop 9's participation in "Christmas in Odessa" events.
- Community Relations and Safe Highways (CRaSH) Unit at Troop 9 - two troopers assigned to a single C.R.a.S.H. car to expand police presence on SR 1 for traffic; drug, cigarette, human or firearms trafficking interdiction. Also, proactively engage communities requiring attention.
- Expand partnership with I-95 Welcome Center.



## Kent County

- Kent County Crime Watch – Admin & patrol troopers meeting with neighborhood groups monthly at Levy Court building.
- Community Outreach Unit (COU) - focusing on crime and quality of life issues, this two to four person unit will build relationships with communities and serve as a liaison with agencies such as County Code Enforcement.



## Sussex County

- Troop 5 Detective – Investigates minor criminal offense follow-ups; court liaison, and police prosecution duties; and other community outreach projects.
- Expansion of Troop 5 Community Outreach, to include:
- Create or strengthen relationships with such groups as Boy Scouts, Girl Scouts, and related programs; Wildlife conservation youth groups; Future Farmers of America; Little League Baseball; and Pop Warner Football. This may range from attendance by at least one Trooper at every opening day ceremony, to attendance at monthly meetings and more.
- Strengthen ties with local schools - congratulatory letters from Troop Administration for student athletic or scholastic accomplishments
- Safe Computing Course taught at local schools - educate children, parents and teachers on the potential dangers of Facebook, Twitter, My Space, Face time, texting, blogging, sending & receiving & posting of photographs.
- Community / Business Leader Meetings – Establishing a liaison with Sussex County farmers on issues such as irrigation thefts and truck enforcement.
- Minority Communities Initiative - Identify those minority communities amenable to increased involvement with community meeting programs.
- West Rehoboth / Gang Initiative.
- Community and Crime Prevention Unit (CCPU) – Modeled after New Castle County PD's Mobile Enforcement Team (MET), this unit would consist of several uniformed troopers and one Sergeant. Goals and objectives would include deployment to identified crime hot-spots, specific incidents, and handle general quality of life issues.



## Monitoring and Evaluation Process

As has been stated previously, a Strategic Plan is, by its nature, intended to be reviewed on a periodic basis. For an organization such as the Delaware State Police, serving at the forefront of a dynamic, ever-changing society, this is crucial. Revisions to our Plan will be accomplished periodically – particularly as new challenges and opportunities are presented. Population, demographics, and geographical changes are not only possible, they are very probable. Similarly, with new personnel, frequently come new ideas and new visions. These situations all dictate that our Plan be revisited to ensure it is still in alignment with our true goals and objectives.



Also, several regularly occurring events over the life of this plan will help us to maintain an even keel and avoid straying from our path. For example, during each of DSP's monthly Commanders' Meetings, all Troop Commanders and section chiefs, are responsible for explaining, in detail and with backing statistical data, how his or her section has worked toward achieving Divisional goals and objectives. The Delaware State Police have been accredited by The Commission on Accreditation for Law Enforcement since 1988. During our 2013 re-accreditation process by CALEA, we were again found to be in compliance with their requirements. CALEA will visit our agency in 2016. Their assessments continue to help us ensure that we maintain our direction, utilizing industry accepted best practices as the Delaware State Police moves forward into the future.

